



Sales Tax Exemption

Texas A&M University is exempt from state and municipal sales taxes under Chapter 20 Title 122A, revised Civil Statutes of Texas, for all purchases made for the exclusive use of Texas A&M.

The laws of the State of Texas shall govern this Purchase Order.

Purchase Order		
Purchase Order Date	PO/Reference No.	Revision No.
Mar 31, 2017	AB0303902	0
Contact instructions for questions regarding this Purchase Order: Please contact the Buyer if Buyer contact information is present. Otherwise, contact the Customer.		
Buyer Contact:		
Buyer	Buyer Email	Buyer Phone Number
cka - Asim, Christina	c-asim@tamu.edu	979.845.3819
Customer Contact:		
Name:	Sherri Hermes	
Email:	shermes@cvm.tamu.edu	
Phone:	+1 (979) 845-4239	

Order acceptance instructions:

Vendor guarantees that the products delivered or the services performed as a result of this Purchase Order will meet or exceed all specifications herein. Any exceptions to the pricing or the description contained herein must be approved by Texas A&M's Department of Procurement Services prior to shipping.

Supplier Information		Delivery Information	
Supplier Name	XPIRITY LLC	Delivery Address	
Address	13 BOW CIRCLE STE 166 HILTON HEAD ISLAND, SC 299283217 US	Texas A&M University	
FOB / FREIGHT	Destination	Attn	Matthew Durham
Pre-Pay & Add	No	Vet Med Teaching Hosp.	
Payment Terms	0, Net 30	Central Receiving Bldg 508	
Contract Number - Header	no value	Room	120
Contract Number - Line	no value	Hwy 60	
Quote number		4457 TAMU	
		College Station, TX 77843-4457	
		United States	
		Delivery Information	
		Required Delivery Date	
		Ship Via	Best Carrier-Best Way

Notes to Supplier

Shipping Instructions

Attachments for supplier

PO Attachment A.pdf (714k)

PO Clauses

Header	001	No Collect Freight Charges Accepted	Neither COD nor "Collect" freight or handling charges will be accepted.
	113	FOB / FREIGHT	FOB Destination, Freight Prepaid and Allowed
	242	Equal Opportunity for Qualified Individuals	This contractor and subcontractor shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.

Line No.	Product Description	Catalog No.	Size / Packaging	Unit Price	Quantity	Ext. Price
1 of 8	Strategic Planning Services - Retreat/Workshop #1: **** Price breakdown: Retreat/Workshop #1 for \$4,000.00; Online Assessments for \$2,000.00 = \$6,000.00) ***** SEE ATTACHMENT A	Workshop #1	EA	6,000.00 USD	1 EA	6,000.00 USD

FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS						
2 of 8	Strategic Planning Services - Retreat/Workshop #2: **** Price breakdown: Retreat/Workshop #2 for \$4,000.00; Online Assessments for \$2,000.00 = \$6,000.00) ***** SEE ATTACHMENT A FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS	Workshop #2	EA	6,000.00 USD	1 EA	6,000.00 USD
3 of 8	Strategic Planning Services - Retreat/Workshop #3 ***** SEE ATTACHMENT A FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS	Workshop #3	EA	4,000.00 USD	1 EA	4,000.00 USD
4 of 8	Strategic Planning Services - Retreat/Workshop #4 ***** SEE ATTACHMENT A FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS	Workshop #4	EA	4,000.00 USD	1 EA	4,000.00 USD
5 of 8	Estimated Travel Expenses - Workshop #1 (no alcohol allowed) ***** SEE ATTACHMENT A FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS	Travel for Workshop #1	EA	3,000.00 USD	1 EA	3,000.00 USD
6 of 8	Estimated Travel Expenses - Workshop #2 (no alcohol allowed) ***** SEE ATTACHMENT A FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS	Travel for Workshop #2	EA	3,000.00 USD	1 EA	3,000.00 USD
7 of 8	Estimated Travel Expenses - Workshop #3 (no alcohol allowed) ***** SEE ATTACHMENT A FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS	Travel for Workshop #3	EA	3,000.00 USD	1 EA	3,000.00 USD
8 of 8	Estimated Travel Expenses - Workshop #4 (no alcohol allowed) ***** SEE ATTACHMENT A FOR DETAILS ***** PAYMENT TERMS NET 15 DAYS	Travel for Workshop #4	EA	3,000.00 USD	1 EA	3,000.00 USD
Total						32,000.00 USD

Billing Information	Billing Address
<p>To assure timely payment please e-mail invoices to invoices@tamu.edu. If email is not an option then submit invoices to the billing address indicated in the "Billing Address" section. To inquire about electronic invoicing via CXML, CSV or PO flip through the supplier portal e-mail vendorhelp@tamu.edu.</p> <p>Invoice must include the PO/Reference number shown above.</p>	<p>Texas A&M University Financial Management Operations ATTN: Accounts Payable 750 Agronomy Road - Suite 3101 6000 TAMU College Station, TX 77843-6000 United States</p>

Attachment A to Purchase Order for IFB # PR67196560

TAMU CONTACT

Matthew Durham, Assistant Director
mdurham@cvm.tamu.edu
979-845-9199

VENDOR CONTACT

Scott Regan
sregan@xpirity.com
912-658-9614

Purchase order is per the solicitation # PR67196560 and Supplier's response to the solicitation.

STATEMENT OF WORK

Texas A&M University, College of Veterinary Medicine & Biomedical Sciences (TAMU), requires the development of a strategic plan that charts a clear course for the future. This includes an alignment with the Texas A&M's mission, vision, and values statements, short- and long-term goals and objectives, and clear and comprehensive strategies designed to achieve plan targets, and the tools to ensure appropriate plan execution. The scope of work includes both the Small and Large Animal Hospitals.

STRATEGIC PLANNING SERVICES

Xpirity shall provide Strategic Planning Services as requested in Invitation for Bid PR67196560 and as described in Xpirity's response to the IFB. All services shall be per the Supplier's attached proposal.

Xpirity shall provide four (4) onsite retreat/workshops and at two (2) online sessions/assessments as described in attached proposal. Supplier shall provide a planning methodology that is designed around industry specific and proven strategic planning tools than can take TAMU from an from an initial strategic plan to a successful plan implementation within ninety (90) days. Upon completion of developing the Strategic Plan, Supplier shall deploy at the department level, implementation strategies and tactics to help achieve successful long term results.

DELIVERY

Xpirity shall begin the Strategy Planning Services on May 4, 2017.

TRAVEL

Texas A&M will reimburse for such common travel expenses as airfare (coach fares only), auto rental and mileage, lodging, meals and incidental expenses, etcetera; however Texas A&M will not reimburse the cost of any alcohol.

Reimbursement for travel expenses shall be at reasonable and customary rates. Texas A&M uses the U.S. General Services Administration[†] (GSA) as a point of reference as to what is considered reasonable and customary.

The following are the GSA FY 2017 Per Diem Rates for the College Station Area:

- Lodging GSA per diem maximum is \$110 per night
- Meals and Incidental Expenses GSA per diem maximum is \$59 per day
- Automobile Mileage is \$0.535 per mile
- Airfare up to coach fares only
- No alcohol shall be allowed/reimbursed

Receipts for travel expenses may be requested.

[†]<https://www.gsa.gov/portal/category/100120>

PAYMENT TERMS

Payment shall be 100% Net 15 days upon completion of services and receipt of invoice.

PRICING

Item	Description	Qty	UOM	Unit Price	Ext Price
1.	Retreat/Workshop #1 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$4,000.00	\$4,000.00
2.	Online Session/Assessments for Workshop #1 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$2,000.00	\$2,000.00
3.	Estimated Travel Expenses for Retreat/Workshop #1 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$3,000.00	\$3,000.00
4.	Retreat/Workshop #2 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$4,000.00	\$4,000.00
5.	Online Session/Assessments for Workshop #2 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$2,000.00	\$2,000.00
6.	Estimated Travel Expenses for Retreat/Workshop #2 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$3,000.00	\$3,000.00
7.	Retreat/Workshop #3 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$4,000.00	\$4,000.00
8.	Estimated Travel Expenses for Retreat/Workshop #3 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$3,000.00	\$3,000.00
9.	Retreat/Workshop #4 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$4,000.00	\$4,000.00
10.	Estimated Travel Expenses for Retreat/Workshop #4 (Payment Terms: N15 Days upon Completion of Services)	1	EA	\$3,000.00	\$3,000.00
	TOTAL				\$32,000.00

Proposal for Texas A&M University, College of Veterinary Medicine & Biomedical Sciences, To Develop a Strategic Plan



Need

Texas A&M University, College of Veterinary Medicine & Biomedical Sciences (TAMU), desires to develop a strategic plan that charts a clear course for the future. This includes an alignment with the organization's mission, vision, and values statements, short- and long-term goals and objectives, and clear and comprehensive strategies designed to achieve plan targets, and the tools to ensure appropriate plan execution. The scope of work includes both the small and large animal hospitals.

Our 90-Day Sprint Approach

Our 90-Day sprint planning methodology is designed around specific and proven strategic planning tools that can take the organization from the initial strategic plan charter to plan implementation in 90 days. The tools that will be deployed are brainstorming, Future-Perfect Thinking, affinity charts, Five Forces Analysis, PEST Analysis, SWOT Analysis, TOWS Matrix, Strategic Fit Assessment, Analytical Hierarchical Assessment, and Strategy Ranking and Selection.

In the course of developing the strategic plan, we strive to answer the following questions:

Strategic Position

- What is the organization's strategic purpose? (Mission and Vision)
- What are the organization's three-year goals? (Brainstorming, Future-Perfect Thinking, Affinity Charts)
- What is the organization's market position? (Brainstorming, Five Forces, PEST)

- What core competencies exist and may be needed in the future? (Five Forces, PEST)
- What critical gaps exist within the organization and how should these gaps be addressed? (Five Forces, PEST)
- What is the effectiveness of current strategic initiatives? (Five Forces, PEST)
- What are the organization's strengths, weaknesses, opportunities, and threats (SWOT)?

Strategic Options

- Where is the market heading for the organization? (Brainstorming, Five Forces, PEST)
- What opportunities exist for business restructuring, service distribution, product development, partnerships, or affiliations? (TOWS)
- What opportunities exist to optimize key services? (TOWS)
- What opportunities exist to optimize existing businesses? (TOWS)
- What opportunities exist to penetrate the market further to propel sustained growth (TOWS)

Strategic Direction

- What strategic options are best aligned with our mission and vision? (Strategic Fit Assessment)
- Which pillars and strategic options within each pillar are most critical to the organization's short- and long-term futures? (Analytical Hierarchical Assessment)
- Which strategic options should we adopt and execute? (Strategy Ranking and Selection)

The timetable for the 90-Day Sprint is detailed below.

Day 1: Retreat/Workshop #1

In this initial gathering, we establish the course for the future through two dynamic exercises, the first being "Future-Perfect Thinking" and the second being "Start-Stop-Continue."

Future-perfect thinking finds its origins in phenomenological philosophy and how we know the nature of reality. Research has shown that when people plan backward from the future, they develop more robust, exciting, and committed plans. Future-perfect thinking is a planning tool in which group members pick a particular date at some point in the future, imagine they are actually there, imagine the perfect scenario, and then work backward from that point in order to determine how they "actually" got there.

In essence, future-perfect thinking involves projecting oneself into a perfect future situation and then imagining how it occurred. The theory behind future-perfect thinking is that when you project yourself into the future, all the things that occurred between now and that future are part of the "past." Psychological studies have shown that people tend to be able to describe the events of the past more fully and accurately than they can describe future possibilities. By projecting yourself into the future, actually imagining yourself there, and describing it as perfect, you can more effectively identify the "past" events that led to it. You can more clearly describe the steps toward the perfect future than if you simply envisioned where you are today and decided what strategies to employ next.

Start-Stop-Continue is a quick brainstorming exercise to identify things in the present that should be started, stopped, or continued that would enable the successful implementation of the critical tactics identified in Future-Perfect Thinking. This exercise jumpstarts activity in the organization even prior to the completion of the strategic plan.

Day 7-21: Online Assessments

The members of the strategic planning team will complete two online assessments: 1) Five Forces Analysis, and 2) the PEST Analysis.

The Five Forces Analysis is a simple, but powerful tool for understanding where power lies in a business situation. This is useful, because it helps you understand both the strength of your current competitive position, and the strength of a position you're considering moving into.

With a clear understanding of where power lies, you can take fair advantage of a situation of strength, improve a situation of weakness, and avoid taking wrong steps. This makes it an important part of strategic planning. The Five Forces Analysis findings are mapped to the SWOT Analysis.

The Five Forces

- Force 1: Threat of New Entry
- Force 2: Bargaining Power of Suppliers
- Force 3: Bargaining Power of Customers
- Force 4: Threat of Substitution
- Force 5: Competitive Rivalry

The PEST Analysis is a tool for assessing “pests” and hazards to an organization. The PEST Analysis – Political, Economic, Social, and Technological – is closely linked to the SWOT analysis. It was developed by Harvard professor Francis Aguilar and addressed in his book, *Scanning the Business Environment*. Where the SWOT Analysis looks at both internal factors (strengths and weaknesses) and external factors (opportunities and threats) that affect an organization, the PEST analysis looks at just the external influences that have a major impact on making decisions, market growth, and expansion. Consequently, PEST Analysis findings are mapped to the opportunities and threats quadrants of the SWOT Analysis.

Day 30: Retreat/Workshop #2

The second retreat is devoted to the completion of the SWOT Analysis and the development of the TOWS Matrix. Because the SWOT Analysis is populated with the findings of the Five Forces Analysis and the PEST Analysis, this day is spent evaluating previous findings, filling in gaps, and bringing the SWOT to completion.

The TOWS Matrix uses the SWOT to identify strategic options that the organization could pursue by cross-referencing strengths, weaknesses, opportunities, and threats.

	Strengths	Weaknesses
Opportunities	<u>SO Strategies</u> How can we leverage our strengths to exploit opportunities?	<u>WO Strategies</u> How can we compensate for weaknesses to exploit opportunities?
Threats	<u>ST Strategies</u> How can we use our strengths to avoid or reduce the impact of threats?	<u>WT Strategies</u> How can we reduce our weaknesses and also avoid threats?

The identified strategies are clustered into affinity groups for future consideration.

Day 37-51: Online Assessments

The members of the strategic planning team will complete two online assessments: 1) Strategic Fit Assessment, and 2) the Analytical Hierarchical Assessment.

The Strategic Fit Assessment is quantitative assessment of specific strategies derived from the TOWS Matrix to produce an attractiveness score (AS). Each strategy is evaluated against the organization's mission and vision according to the following scale:

- 1 = not attractive
- 2 = somewhat attractive
- 3 = reasonably attractive
- 4 = highly attractive

The Analytical Hierarchical Assessment is a quantitative assessment of specific strategies derived from the TOWS Matrix to identify the relative importance of each strategy. First, the affinity groups that were identified at the second retreat are evaluated against each other in a head-to-head fashion to identify the relative strategic importance of each affinity group. Based on the analysis, each affinity group is assigned a score, which is called the global weight (or GW).

Strategies within each affinity group are then evaluated against each other in a head-to-head fashion to identify the relative strategic importance of each strategy. Based on the analysis, each strategy is assigned a score, which is called the local weight (or LW).

The results of the Strategic Fit Assessment and Analytical Hierarchical Assessment are combined to produce a total attractiveness score (TAS).

$$TAS = AS \times GW \times LW$$

This statistical approach allows the organization to rank strategic options using a quantitative scoring method, thus reducing the impact of strong and outspoken personalities on the strategic planning team and building toward rapid consensus.

Day 60: Retreat/Workshop #3

The results of the Strategic Fit Assessment and Analytical Hierarchical Assessment are shared, as are the rank order of the strategic options. This retreat, then, is devoted to the selection of strategies, the identification of champions for each strategy, and the creation of a strategy implementation team for each strategy. Following this retreat, each team will have 30 days to create an action plan (tactics) for their assigned strategy.

During these last 30 days, we also work with the executive team to install an execution management system to enable rapid implementation and foster a culture of accountability.

Day 90: Retreat/Workshop #4

Each strategic implementation team presents their action plan for approval. The execution management system is presented.

The Execution Management System

Over the last three decades, studies published by such reputable organizations as Fortune magazine, Harvard Business Review, and Harvard Business School Press have shown that 80% to 90% of well-formulated strategies fail because of poor execution. According to the Conference Board's 2010 CEO Challenge Survey, excellence in execution was the primary concern of CEOs. We subscribe to Thomas Edison's belief "that vision without execution is nothing more than hallucination," which is why as part of the engagement we will install an execution management system designed to elevate both organizational and individual accountability while accelerating the results curve of strategy execution. The installation of this system will occur simultaneously with the development of strategies and tactics at the department level.

Elements of the execution management system will include:

- Dashboards to track quantifiable and measurable strategic objectives.
- Rules pertaining to the assignment of objectives, strategies, and tactics to ensure the highest degree of individual accountability.
- Communication tools to make the execution of the plan hyper-transparent.
- Guidelines and methods for plan reviews at the organization and department levels, including "exception reporting" templates and tools.
- "Sprint" planning tools design to quickly develop alternative strategies and tactics when primary action plans fail to achieve desired results.

About Scott Regan

In the last 25 years, Scott Regan has worked with more than 100 organizations on issues related to strategy, execution management, cultural transformation, and branding. His work has yielded amazing results, including a \$40 million turnaround in 24 months for one organization and a four-year listing on Fortune magazine's "100 Best Companies to Work For" for another. He has written numerous articles and is the author of "10 Secrets of Execution."

Scott's insights stem from a rich consulting and management career that includes C-suite experience in healthcare, quality management, and software technology. He has been the COO of a major teaching hospital, EVP and practice lead of a global consulting firm, and founder and CEO of a strategic planning software company. He holds a Master's in Business Administration and a Master's in Health Services Administration, and he is a certified Lean Six Sigma Black Belt.

Fees

\$20,000, plus pre-approved reasonable and customary travel expenses, when required, payable at \$10,000 in Month 1, \$5,000 in Month 2, and \$5,000 in Month 3. Billing is at the beginning of the month, net 15 days.

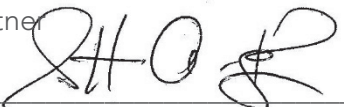
Contact

Scott Regan
Xpurity
13 Bow Circle, Suite 166
Hilton Head Island, SC 29928
912.658.9614
sregan@xpurity.com

BY XPIRITY

Scott A. Regan

Managing Partner

Signature: _____

Date: March 28, 2017

BY TAMU

Name: See Purchase Order

Title: _____

Signature: _____

Date: _____